



# **4<sup>th</sup> Estate Executive Forum**

## **“Take Care of Our People”**

### **AT&L Enterprise Goal #3:**

**Operate as a neighborhood, collaborating and developing people to strengthen the community**

**Oct 29, 2007  
Packard Center  
DAU Ft. Belvoir, VA**



# Senior Leadership Alignment

## Goals:

- ✓ Promote effective collaboration
- ✓ Leverage assets to achieve mission success
- ✓ Focus on enhancing job performance and workplace capabilities
- ✓ Share “know how” to broaden workforce skill sets
- ✓ Gain commitment and support for AT&L human capital initiatives



OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

OCT 10 2007

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Request for Attendance at the 4<sup>th</sup> Estate Executive Forum with the Director, AT&L Human Capital Initiatives on October 29, 2007

I request your attendance at the 4<sup>th</sup> Estate Executive Forum I am hosting with the Defense Agency Component Acquisition Executives on October 29, 2007 from 2 – 4 pm at the Defense Acquisition University, Ft. Belvoir, VA, Building 184, Packard Center. At this critical juncture in time, I believe that this session will pave the path to success over the next year by having a strategic exchange on our next steps.

The topics I plan to discuss include the following:

- Acting USD (AT&L) John Young's Focus on People Initiative
- Current 4<sup>th</sup> Estate Human Capital Initiatives
- AT&L Workforce Legislative Update

Please confirm your attendance to [Karen.Clougherty@dau.mil](mailto:Karen.Clougherty@dau.mil), (703)805-4655 by October 16, 2007.

*Frank J. Anderson, Jr.*  
Frank J. Anderson, Jr.  
Director, Human Capital Initiatives



# Discussion Topics

Director, Human Capital Initiatives Update and Way Ahead

- Mr. Young's Focus on People Initiatives
- AT&L Human Capital Initiatives
- Defense Agency Model DACM

# Align with Senior Leadership



- Human Capital
- Competitive sourcing
- Financial management
- Expanded e-Government
- Budget & Performance Integration

## AT&L Goals



Hon. John J. Young, Jr.  
USD(AT&L)  
(Acting)



Hon. James I. Finley  
DUSD (A&T)



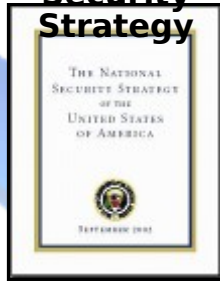
Hon. Jack Bell  
DUSD (I & MR)



Hon. John Young  
DUSD (R&E)

**ate to the Warfighter**  
**Run our Business**  
**Take Care of our People**  
**(49 Goals)**

## National Security Strategy



- Transform our Military Forces
- Implement QDR

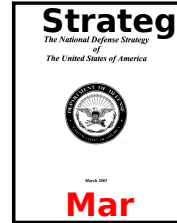


Robert Gates -  
SECDEF

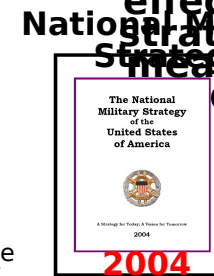


Gordon England -  
SECDEF

## National Defense Strategy



- Changing long-standing business processes within the Dept to take advantage of IT
- Foster a culture of innovation
- Divest & invest for the longer term



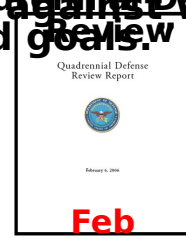
## National Military Strategy

- Continuous Transformation
- Capabilities-based Approach
- Focused Logistics
- Joint Systems
- Network-Centric Operations

## DoD

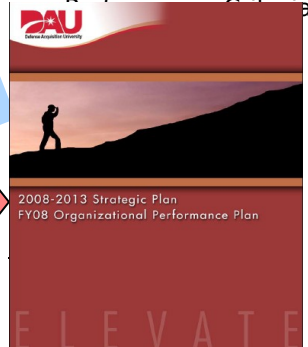
## Alignment

"The department must have a vision that conveys to the public a commitment to attract & develop the best mix of people, both military & civilian. This vision must be supported by an effective human capital strategy that is actively measured against well defined goals."



- "Big A" Acquisition
- Governance
- Risk-based Source Selection & Time Certain Acquisition Programs
- Defense Human Capital Strategy
- Competencies &

1. High-Performing, Agile, & Ethical Workforce
2. Strategic & Tactical Acquisition Excellence
3. Focused Technology to Meet Warfighting Needs
4. Cost-effective Joint-Logistics Support for the Warfighter
5. Reliable & Cost-effective Industrial Capabilities Sufficient to Meet Strategic Objectives
6. Improved Governance & Decision Processes
7. Capable, Efficient & Cost-Effective Installations





**The AT&L Team, as individuals, must take responsibility for growth and enhancement of our neighborhood.**

41. Every person in the neighborhood should daily seek to engage things to more effectively and efficiently deliver value for the warfighter and the taxpayer

CPI / Six-Sigma Projects

Use CPI tools to improve the effectiveness and efficiency of rapid acquisition processes

LMR  
A&T  
ARA  
JRAC

# “Take Care of Our People”

42. Every AT&L team member should create a notional personnel development plan which would identify candidates to assume leadership responsibilities at scheduled or future transition points

**ADMIN**

43. Establish DAU Living Library through lectures on lessons learned on acquisition programs

• Create a "living library" of acquisition best practices and lessons learned by 31 Dec and at least 6 interviews by 1 Apr 08 and a total of 10 by 30 Sep 08

**DAU**  
IC

44. **Focus on People** - Develop a strategy to prevent a civilian leadership vacuum (DoD Transformation Priority)

• In collaboration with military services and defense agencies, identify key leadership positions and provide expanded certification and leadership resources starting 15 Jan 08.  
• Upon passage of NDAA, Section 844, deploy Executive Coaching as a leadership growth strategy by 15 Mar 08.

**HCI**  
Admin  
MDA

**Use new personnel tools to measure and recognize motivated performance and results.**

45. Establish a comprehensive, workforce analysis and decision-making capability

• Establish business rules for workforce data interface with DCPDS/DMDC by 1 Jan 08  
• Working with the services and defense agencies, establish reporting and analysis protocols to improve DoD AT&L workforce analysis and outcomes by 30 Jun 08  
• Starting 1 Feb 08, provide a comprehensive workforce analysis and publish the annual DoD AT&L State of the Workforce Report.

**HCI**  
NCB

46. Reform hiring process, developing tools and practices necessary to grow and recruit a 21<sup>st</sup> century technical workforce

• In collaboration with OUSD (P&R), defense agencies, and military services develop joint recruiting strategies by 1 Apr 08.  
• In coordination with ODUSD(CPP), establish initiatives to reform the hiring process by 30 Sep 08.

**HCI**  
Admin  
MDA

47. Complete appropriate training for all AT&L senior executives

**ADMIN**

48. **Focus on People** - Complete National Security Personnel System implementation and new Senior Executive Service system (DoD Transformation Priority) (May require revision in text of goal)

**BT**  
MDA  
SP

49. **Transform Enterprise Management** - Streamline security clearance processes (DoD Transformation Priority)

**BT**



# AT&L Human Capital Strategic Plan v3.0

## Mr. Young's AT&L Strategic Plan - Focus on People

Goal 44	Focus on People - Develop a strategy to prevent a civilian leadership vacuum (DoD Transformation Priority)
Goal 45	Establish a comprehensive workforce analysis and decision-making capability.
Goal 46	Reform hiring process, developing tools and practices necessary to grow and recruit a 21 <sup>st</sup> century technical workforce



## AT&L HCSP v 3.0 Goals

Goal 1	Align and fully integrate with overarching DoD human capital initiatives (Competency Management)
Goal 2	Maintain a decentralized execution strategy that recognizes the components' lead role and responsibility for force planning and workforce management. (IT Infrastructure/Data Green)
Goal 3	Establish a comprehensive, data driven workforce analysis and decision-making capability. (IT Infrastructure/Data Green)
Goal 4	Provide learning assets at the point of need to support mission-responsive human capital development. (Training/DAU)
Goal 5	Execute DoD AT&L Workforce Communication Plan that is owned by all DoD AT&L senior leaders

## Key Initiatives

- ✓ Competency Management
- ✓ Data Green
- ✓ Recruitment and talent management
- Learning Asset Integration
  - Certification training
  - Continuous learning
  - Knowledge sharing
  - Webcast/Podcast
  - Gaming & Simulation
  - Rapid Development Training (RDT)



# AT&L Workforce Legislative Rqmts

FY06/FY07/FY08 Legislation

## AT&L Human Capital Plan (7)

### Size/Composition/Mix (4)

### Qualified Workforce (10)

### Human Capital Funding (4)

### Recruiting/Retention (3)

### Ethics (1)

- FY06-SEC 1122: DoD HCSP
- FY07-S.Rpt 109-254: STEM Shaping
- FY08-SEC 802: DoD/AT&L HCSP
- FY08-H.Rpt 110-279: Improving Acq Workforce
- SEC 203: OFPP Study of Acq Workforce
- SEC 101: OFPP Workforce Study Report
- FY08-SEC 806: Workforce Size/Inherently Governmental
- FY06-SEC 343: Perf of Certain Work by Govt Employees
- FY07-SEC 820: Perf of Critical Acq Functions
- FY08-SEC 806 Workforce Size/Inherently Governmental
- FY08-SEC 825 OFPP Study of workforce functions, compositions

- FY06-SEC 814 Review of Def Acq Structures & Capabilities
- FY06- SEC 821 Enables DoD use of SARA Training Fund
- FY06- SEC 1104 Makes permanent SMART Education Prog
- FY07- SEC 801 Requirements Training
- FY07-SEC 820 Performance of Critical Acq Functions
- FY07-SEC 853 PM Empowerment/Accountability
- FY07-SEC 854 Joint policies on contingency acq
- FY07- 1102 Improve DoD sr mgt, functional, technical WF
- SEC 101 OFPP Estab intern, fellowship, & exchange programs
- FY08-SEC 1041 Develop training to implement corrosion policy & oversight

- FY08-SEC 802 Repeal SARA fund sunset
- SEC 204 Repeal SARA fund sunset
- FY08-SEC 802 ID of funding program for Acq WF training
- FY08-S1547 SEC 844 DoD estab Acq WF Development Fund

- FY08-SEC 815 Extends auth to fill critical acq positions
- FY08- SEC 661 Modifies payback of PM retention pay (mil only)
- FY08- Def Approp H Rpt 110-279 Improving Acq WF

- FY07-SEC 813 Establish Panel on Contracting Integrity



# Challenges for AT&L HCI Addressed in HCSP V3.0 Recruit, Develop & Retain

## ✓ **CHALLENGES ACROSS THE 4<sup>TH</sup> ESTATE:**

- Aging Workforce: Replacement of retirement-eligible personnel and their knowledge
- Large number of disparate organizations:
  - Best practices and processes, i.e., NSA inquiry on establishing an Intern Program
  - Single Defense Acquisition Career Management structure

## ✓ **STATUS OF ACTIONS:**

- Collecting best practices (initiatives and programs) for AT&L recruitment and retention efforts from components and 4<sup>th</sup> Estate
- Collaborating with OSD (P&R) to ensure integration of ongoing actions related to recruitment, development, and retention within the DoD HR community:
  - OSD(P&R) Career Patterns Workgroup currently addressing:
    - Revision of current and future vacancy announcements to ensure they are applicant friendly. Announcements will include “attractors”
    - Identification of strategies to recruit mission critical occupations

## ✓ **NEXT STEPS:**

- Provide progress updates and share information at 4<sup>th</sup> Estate quarterly meetings
- Plan to use Acquisition Communities of Practice site as a central repository for information collected/best practices/lessons learned



# AT&L Competency Management

## Why Competency Management?

- ✓ DAWIA Certification Program and DAU courseware are competency based
- ✓ Aids in human capital strategic planning
- ✓ Supports IDP improvement

## What are we doing?

- ✓ Model Development (or audit) of all career fields by 1 Oct 2008
- ✓ Workforce Assessments:
  - ✓ 100% assessment of the Contracting workforce by Sept 2008
  - ✓ Sample assessments of 6 additional career fields by Dec 2008
- ✓ Deliver competency model and assessment reports
- ✓ Maintain a competency repository to aid in curriculum developments, align with human capital strategies to identify and close skill gaps and support professional development opportunities



# Competency Management Accomplishments

- ✓ **Competency Models**
  - Contracting, Logistics and Program Management Completed
  - BCEFM, Property, & SPRDE (next)
- ✓ **Contracting Workforce 100% Assessment - completion Jul 08**
  - June - September 2007 (initial assessments)
    - DLA completed assessment with over 1400 participants
    - Select AF locations assessed 876 participants
  - November - December 2007 (assessments)
    - Army CoE
    - Army CECOM LCMC
    - Army and Marine Corps contingency workforce next
- ✓ **Near-Term Assessment Schedule**
  - Logistics Assessment Nov 2007
  - Program Management Assessment Nov 2007



# Competency Management Integrated Deployment Schedule

Career Field	KoM	Phase I Framework Development	Phase II Model Development	Phase III Demo of assessment w/ leadership	Phase IV Assess& Report
PM	1 Mar 06	1 Apr 06	19 Oct 07	Nov 07	Nov 07 - Feb 08
LOG	1 Jan 07	1 Mar 07	1 Jul 07	Nov 07	Nov 07 - Feb 08
CON	1 Mar 07	1 Apr 07	30 Nov 07*	Sep 07	Sep 07 - Sep 08
PROP	15 Mar 07	1 May 07	24 Dec 07	Apr 08	Apr 08 - Jul 08
SPRDE/SE	Nov 07	21 Mar 08	20 Aug 08	Aug 08	Aug 08 - Sep 08
BCEFM	Nov 07	4 Feb 08	11 Apr 08	Aug 08	Aug 08 - Sep 08
PQM	1 Feb 08	6 Mar 08	2 Jun 08	Aug 08	Aug 08 - Sep 08
IT	9 Jun 08	N/A	22 Aug 08	N/A	N/A
PURCH	9 Jun 08	N/A	22 Aug 08	N/A	N/A
AUDIT	9 Jun 08	N/A	22 Aug 08	N/A	N/A
FE	9 Jun 08	N/A	22 Aug 08	N/A	N/A
T&E	9 Jun 08	N/A	22 Aug 08	N/A	N/A
Core	1 Nov 07	N/A	N/A	N/A	Feb 08 (Report)

Completed





# Data Green Accomplishments

## Accurate and Complete data was FY07 Focus

- ✓ **Obtained** AT&L integrated workforce data into DAU Data Warehouse
  - Standard Reporting Tool
  - Captured Military and Civilian Data
  - Workforce Data Analysis Capability
    - AWCM hosting training session on Nov 14
- ✓ **Implemented** data validation process
  - Improved accuracy and completeness of data
  - Eliminated Duplication (WF members claimed by multiple components, and duplicate records)
- ✓ **Improved** workforce analysis capability to support senior leadership decisions
  - Report to Congress (i.e., Section 814, Section 1423 SARA of 2003)
  - Human Capital Strategic Plan Preparation
  - State of the Workforce Report
  - Workforce inquiries (GAO, DOD IG, Staffers)

### Workforce Data that is:

- ✓ **Accurate**
- ✓ **Complete**
- ✓ **Consistent**
- ✓ **Timely**
- ✓ **Accessible**

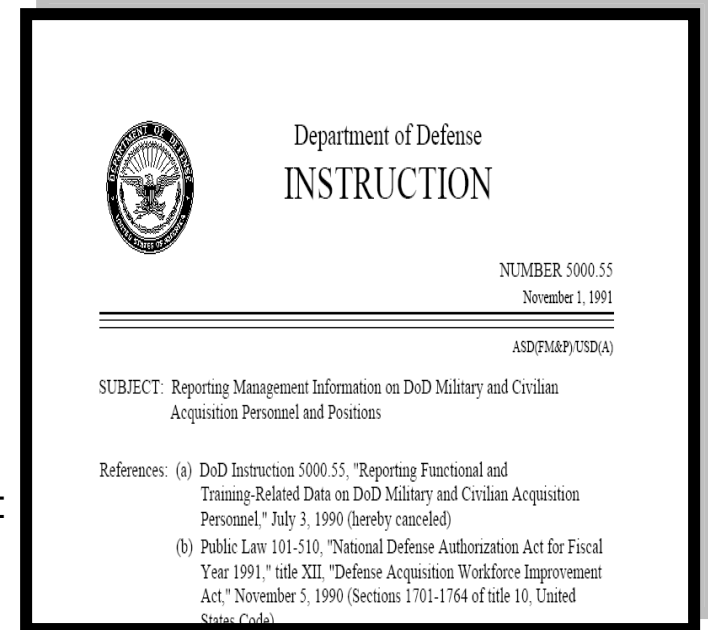


# Data Green Policy Update

(DODI 5000.55, Original 1991)

## Revisions Include:

- ✓ **Added NEW** data elements to better portray status and state of the workforce
  - Current ATL Workforce Members
  - Certification status (Meet, Exceed, Do not meet, within 24 month window)
  - Multiple Certifications, Multiple Warrants, Unlimited Training Occurrences
  - Acquisition Corp members
  - Tenure
- ✓ **Updated** values for data elements to better portray status and state of the workforce
  - CAP/KLP designator
  - Aligned values to KLP reporting requirement
  - Updated Career Fields (\*NEW\* SPRDE Career Field-SPE)
- ✓ **Estimated Final Draft** - 15 November 2007



\* **First report including updated data will be available March 2008 (1<sup>st</sup> Qtr FY**

***Accurate, complete, consistent, timely and accessible***



# Data Green Near Term Plan

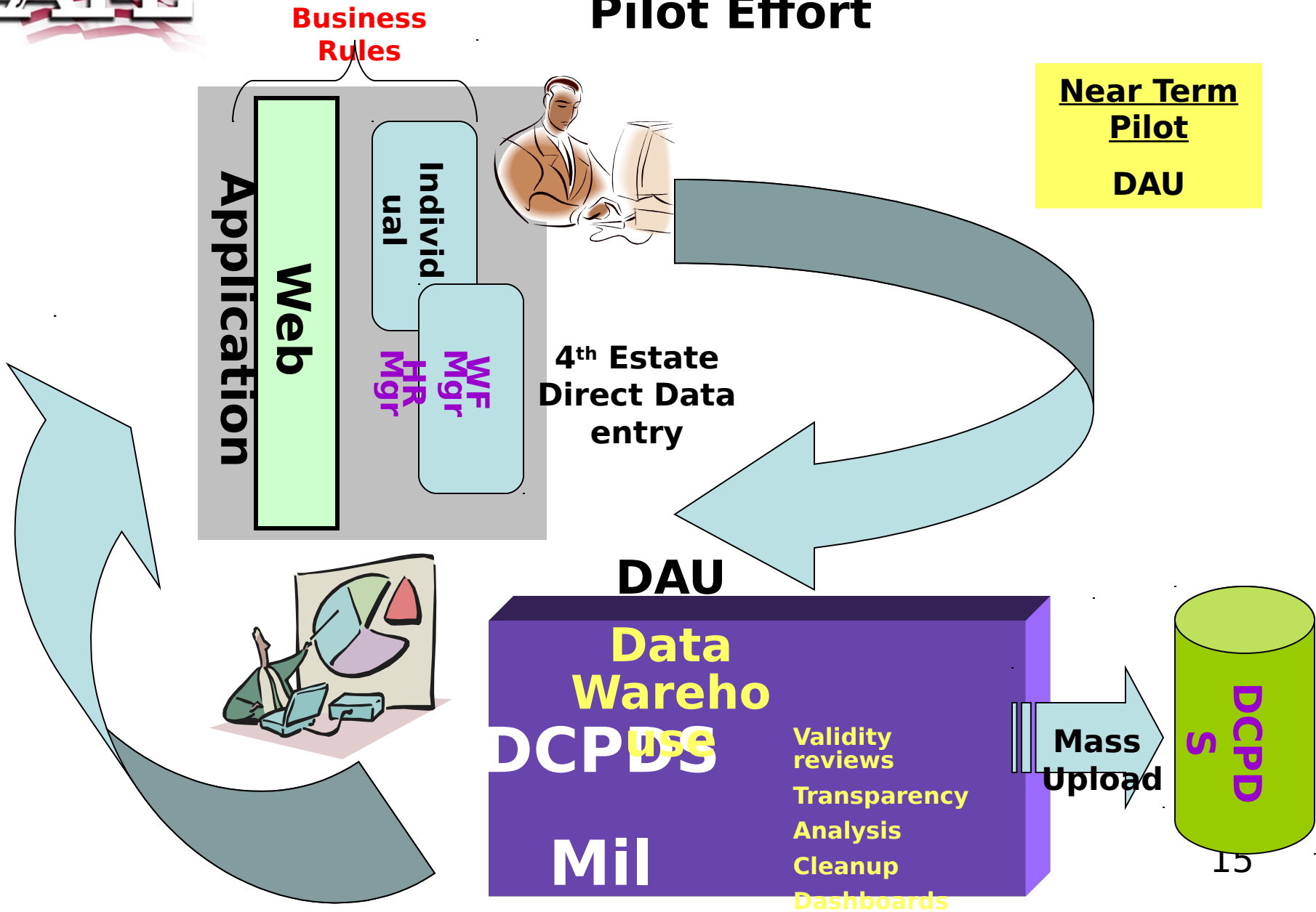
## **Consistent, Timely and Accessible data is FY08 Focus**

- ✓ Web Application Pilot
  - Provides Real Time Acquisition data accessibility
    - Workforce Member and Supervisor
    - HR & Career Managers
  - Data Mart Captures all Updates
  - Data Mart Mass Upload to DCPDS
  - Integrated/Seamless Data Updates
    - Training information (Certification & Acquisition Corps)
    - Whole person data updates
- ✓ Timeline
  - DAU & OSD - Nov 07
  - DCMA & DISA - Jan/Feb 08
  - Other 4<sup>th</sup> Estate Agencies - Mar/Apr 08

**“MYBIZ” for AT&L 4<sup>th</sup> Estate Acquisition Workforce  
Data**



# 4<sup>th</sup> Estate Data Green Pilot Effort





# Recruit, Develop and Retain

## Human Capital Management Best Practice Initiatives

**Recruiting**

**Development**

**Retention**

**Competency Management Initiatives**

**Infrastructure & Data Management**

### Early Outreach

- Intern Program
- SCEPs
- K-16

### Depth

- Improving Training Impact and capacity
- Gaming Simulation
- Cohort Training

### Proper Hiring Mix

- Right Size and Functional Mix within AT&L and SPOs
- Improve Diversity Balance
- Recruit against emerging technology
- Proper mix of experience

### Breadth

- Rotational Assignments
- Multifunctional Certifications
- Industry Rotation

### Leadership

- Mentoring
- Senior Service Fellowship Program
- Harvard C.S
- 360

### Smart Incentives

- Rehired Military
- Rehired Annuitants
- Program Success

### Awards

### Competency Management

- Integrate Competency Management with all areas of workforce management

### Infrastructure & Data Management

- Fully integrated IT architecture to support AT&L workforce



# AT&L Student Career Experience Program (SCEP) Diversity Program (ASDP)

**Purpose:** Recruit high potential college students for AT&L Components and Agencies.

## Background:

- FY08 Pilot Goal (8-10)
- FY09 Goal (200)
- Recruit talent in the areas of business, science, and technology
- Provides AT&L managers the ability to shape its future workforce

## Conops & Benefits:

- Potential students pre-screened – must have B average
- AWCM will centrally manage program
- UNCF-SP will market and recruit potential students
- Provides a pool of qualified/experienced/diversified workforce
- Improves agencies' ability to hire new recruits
- Impact diversity balance of future workforce

## Process:

- Agencies identify needs...AWCM provides contacts
- Presently recruiting for **MDA** and in collaboration with **ARMY** and **DCMA**





# 4<sup>th</sup> Estate Executive Forum

October 29, 2007

Karen Clougherty

Deputy DACM





# DACM Office - Today and Beyond

Supports agency career management office

- Distributes training resources
  - DAU Course Quotas
  - DAU Student Travel Budget
- Provides tools to aid in career management
  - Acquisition Training Application System
    - DAU Registration
  - Acquisition Leadership Effectiveness Inventory
- Assists with coordination and Interpretation of DAWIA Acquisition Workforce Related Policies



# Defense Agency (DACM) - Update

- **Engagement Plan**

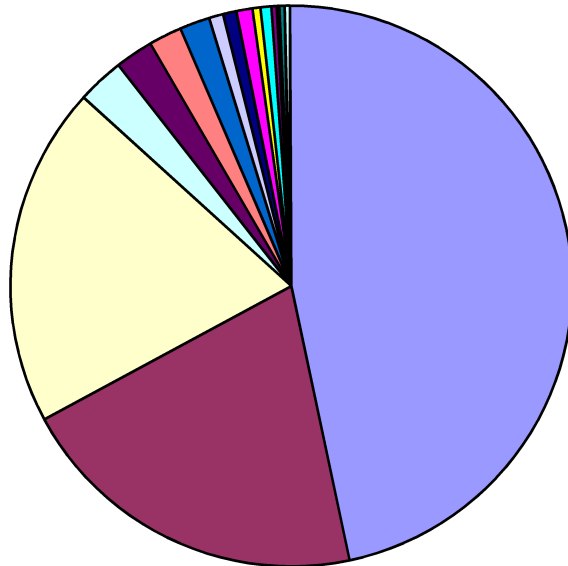
- Site Visits – DISA, DCMA, DTRA, DLA, MDA, SOCOM
  - 4<sup>th</sup> Estate Summits: March 30, 2007, Sep 12, 2007 (proposed Jan 08)
  - Today's Executive Forum

- **Accomplishments**

- Centralized Travel Budget, Quota Management, Help Desk
- New ACQTAS Registration tools – Master Waitlist, Generate Student Applications, Top Ten Reports, Weekly Dashboards
- Developed a Priority System for quota management
- Implemented ACQTAS Automated Certification System
- Implemented ACQTAS Automated Acquisition Corps Certification
- Implemented ACQTAS Continuous Learning Points Tracking System
- New ACQTAS Dashboards for Students, Supervisors, Quota Managers
- New ACQTAS Automated Individual Development Plan (IDP) System
  - Conducted 4<sup>th</sup> Estate WebEx training, Oct 25, 2007, Fairfax
  - Open period to comment now (on evaluation server)



# Estate Breakdown (30 Sep 06)



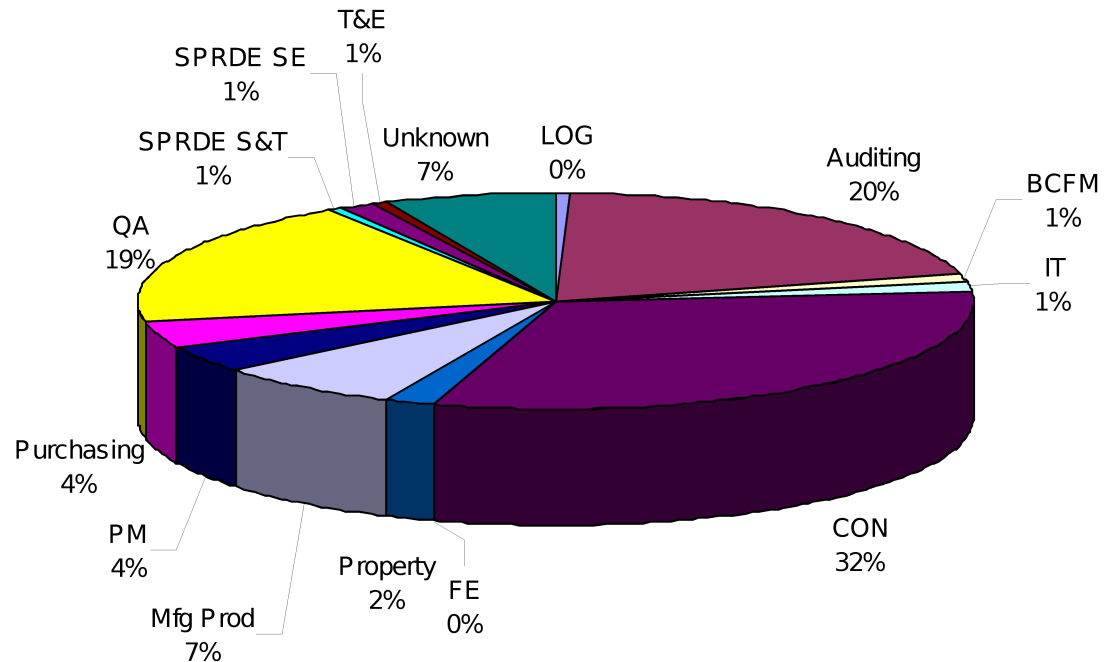
4th Estate Breakdown	
Defense Contract Management Agency	7,962
Defense Contract Audit Agency	3,461
Defense Logistics Agency	3,383
Missile Defense Agency	446
Defense Information Systems Agency	384
Defense Threat Reduction Agency	357
Organization of the Joint Chiefs of Staff/Defense System Management College	271
Defense Finance and Accounting Service	155
Washington Headquarters Services	152
Under-Secretary of Defense/AT&L (OUSD/AT&L)	133
Defense Commissary Agency	90
Department of Defense Education Activity	83
Defense Security Cooperation Agency	56
TRICARE Management Activity	51
Office of Inspector General	27
American Forces Information Service	19
National Defense University	13
Defense Advanced Research Projects Agency	12
Department of Defense Counterintelligence	7
Dept of Defense Test Resource Mgmt Center	6
Pentagon Force Protection Agency	4
Defense Investigative Service	1
Total	17,073

- Defense Contract Management Agency
- Defense Logistics Agency
- Defense Information Systems Agency
- Organization of the Joint Chiefs of Staff/Defense System Management College
- Washington Headquarters Services
- Defense Commissary Agency
- Defense Security Cooperation Agency
- Office of Inspector General
- National Defense University
- Department of Defense Counterintelligence
- Pentagon Force Protection Agency
- Defense Contract Audit Agency
- Missile Defense Agency
- Defense Threat Reduction Agency
- Defense Finance and Accounting Service
- Under-Secretary of Defense/AT&L (OUSD/AT&L)
- Department of Defense Education Activity
- TRICARE Management Activity
- American Forces Information Service
- Defense Advanced Research Projects Agency
- Dept of Defense Test Resource Mgmt Center
- Defense Investigative Service



# 4<sup>th</sup> Estate AT&L Workforce Count by AT&L Career Field (as of September 30, 2006)

	#	% 4th Estate	% AT&L
LOG	76	0.4%	0.6%
Auditing	3,484	20.4%	99.9%
BCFM	219	1.3%	2.9%
IT	248	1.5%	5.1%
CON	5,312	31.1%	19.1%
FE	9	0.1%	0.2%
Property	322	1.9%	60.8%
Mfg Prod	1,238	7.3%	99.7%
PM	717	4.2%	5.6%
Purchasing	667	3.9%	39.8%
OA	3,201	18.7%	41.4%
SPRDE S&T	100	0.6%	34.4%
SPRDE SE	253	1.5%	0.7%
T&E	94	0.6%	1.3%
Unknown	1,133	6.6%	68.9%
Total	17,073	100.0%	13.3%

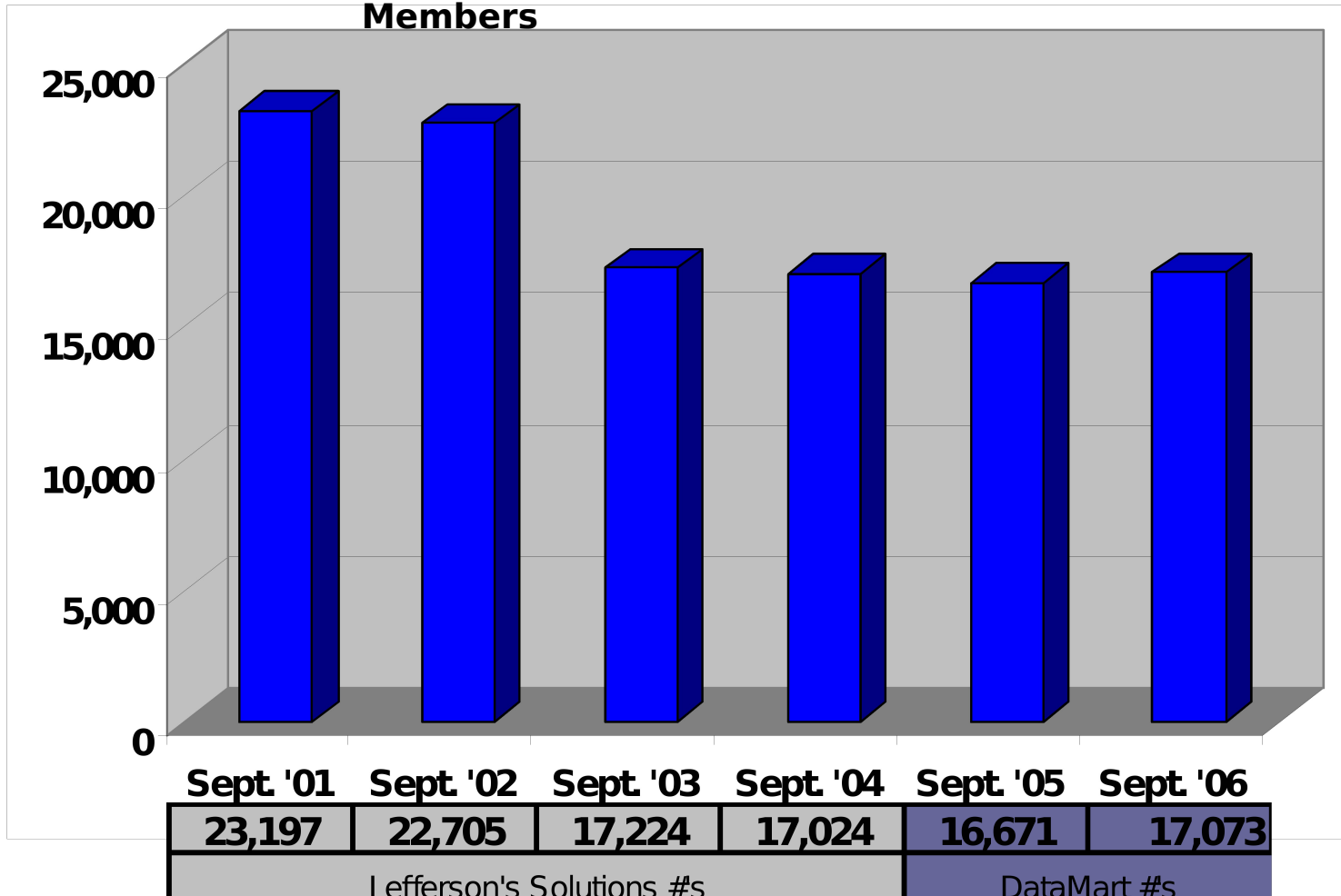




# 4<sup>th</sup> Estate AT&L Workforce

(2001 through 2006)

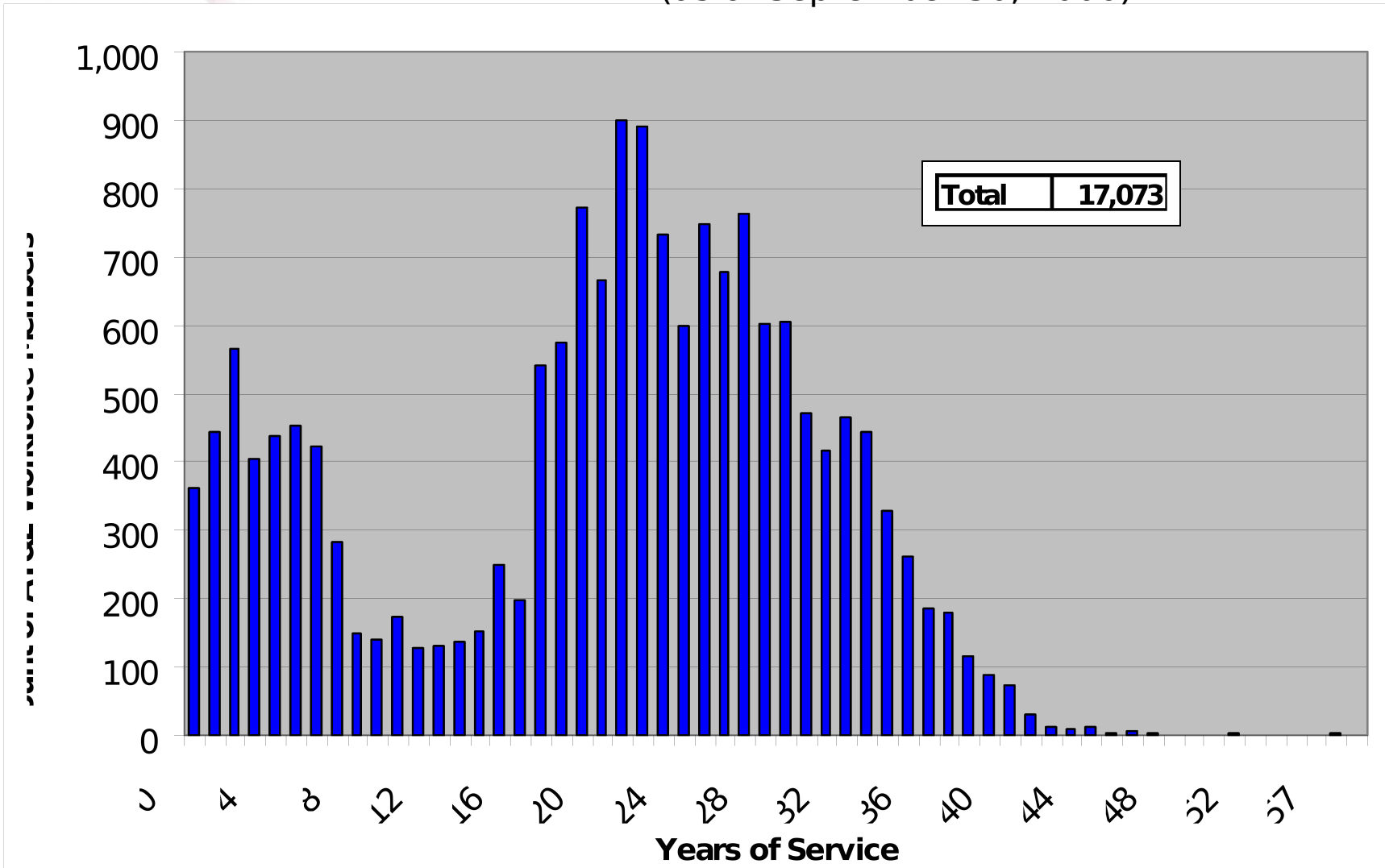
Number of 4<sup>th</sup> Estate AT&L Workforce  
Members





# 4<sup>th</sup> Estate AT&L Workforce Count by Years of Service

(as of September 30, 2006)



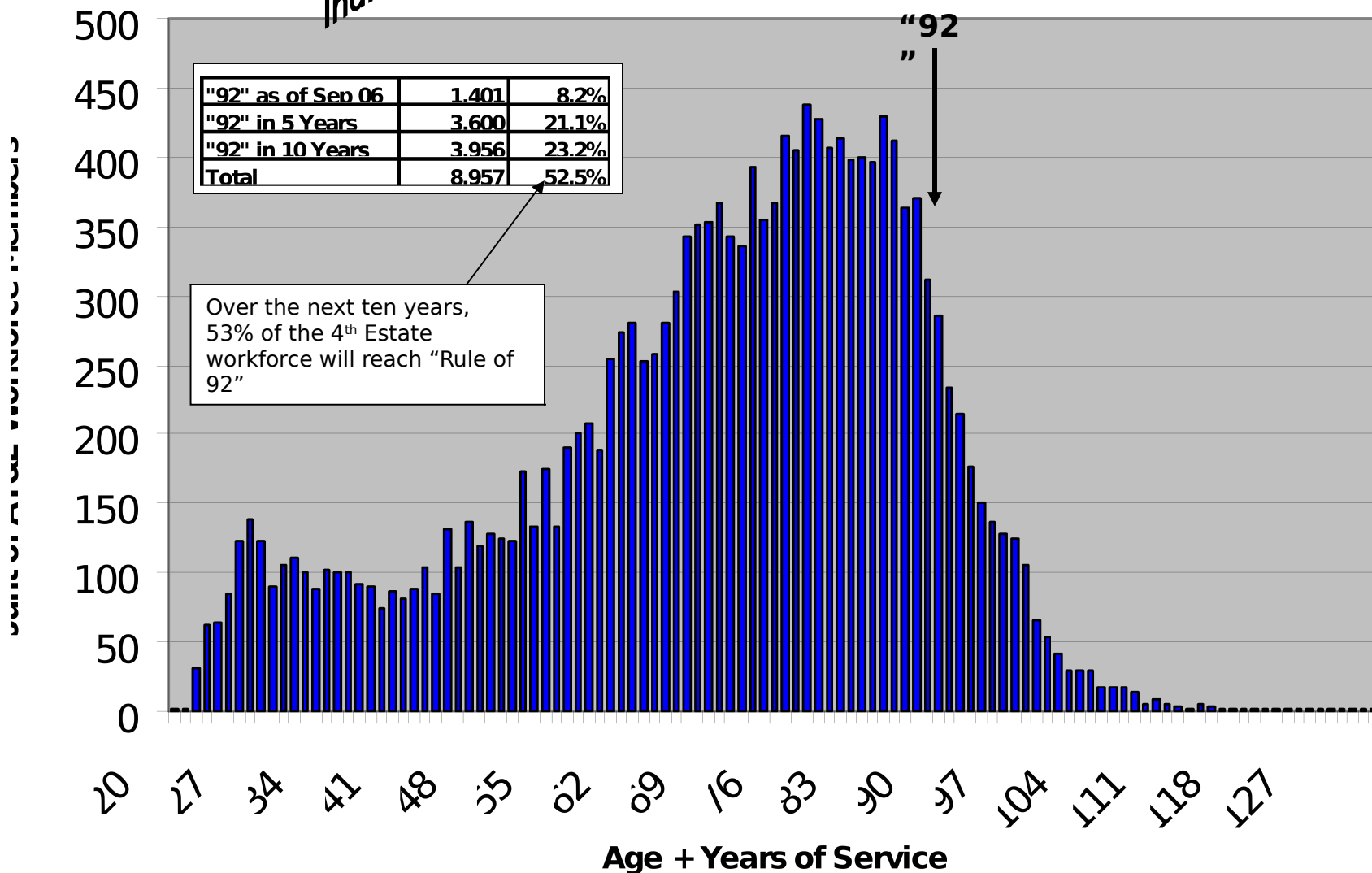
# 4<sup>th</sup> Estate AT&L Workforce



## Age + YOS

*Retirement Indicator*

(as of September 30, 2006)

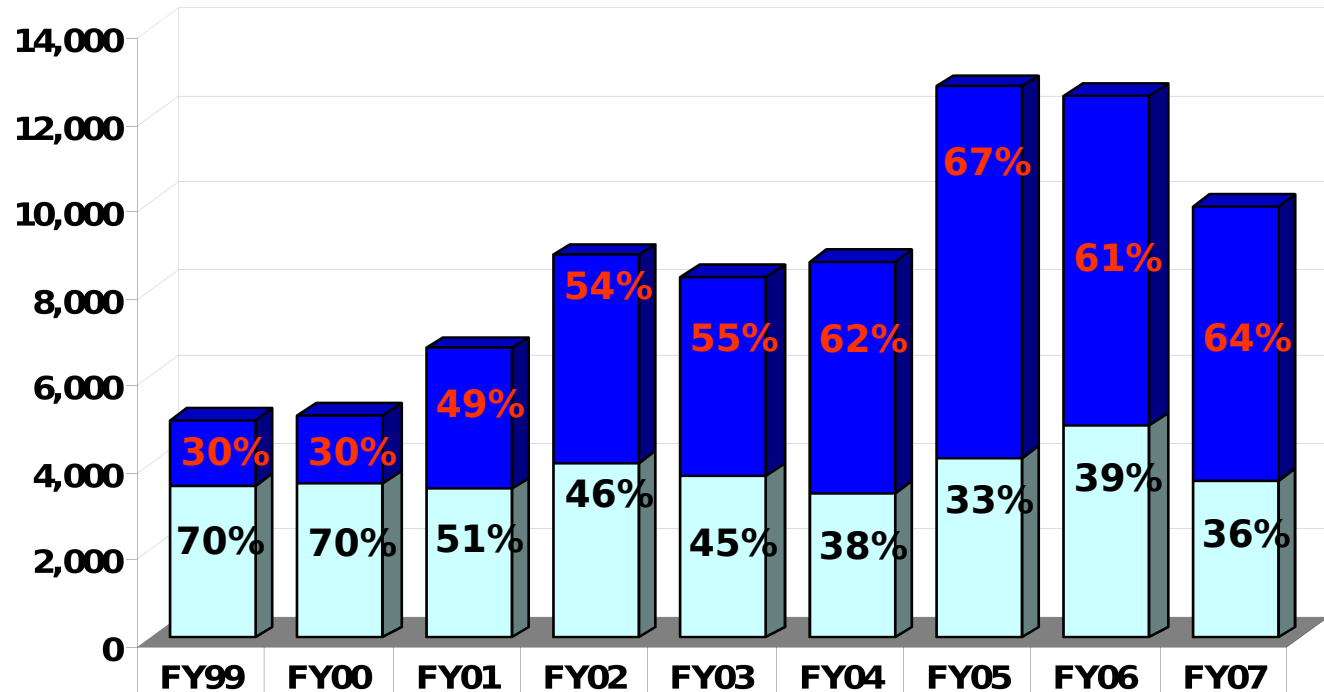






# 4<sup>th</sup> Estate (Classroom & Web) Grads

FY99 - FY07 (YTD 3<sup>rd</sup> Qtr.)



■ Web Grads	1,499	1,548	3,245	4,754	4,569	5,354	8,523	7,563	6,336
□ Classroom Grads	3,508	3,562	3,411	4,038	3,732	3,312	4,146	4,886	3,609
<b>Total</b>	<b>5,007</b>	<b>5,110</b>	<b>6,656</b>	<b>8,792</b>	<b>8,301</b>	<b>8,666</b>	<b>12,669</b>	<b>12,449</b>	<b>9,945</b>



# 4<sup>th</sup> Estate Top 20 Classroom Courses

FY05 – FY07 (YTD 3<sup>rd</sup> Qtr.)

FY05		FY06		FY07	
Course	Grads	Course	Grads	Course	Grads
ACQ 201B	976	ACQ 201B	1,062	ACQ 201B	664
CON 100	451	CON 120	383	CON 100	341
PQM 201B	332	CON 210	335	PQM 201B	277
CON 202	232	CON 202	334	CON 120	226
CON 204	196	CON 204	310	CON 215	209
CON 210	194	PQM 201B	305	CON 353	178
CON 353	178	CON 100	297	PMT 352B	120
CON 120	160	CON 353	140	BCF 101	116
CON 104B	110	SYS 201B	137	CON 250	115
SYS 201B	110	BCF 101	124	CON 218	100
CON 251	90	CON 250	111	CON 251	98
BCF 101	88	CON 251	100	SAM 201	80
PMT 352B	80	PMT 352B	90	BCF 203	75
BCF 203	77	STM 201	78	BCF 262	69
CON 250	65	GRT 201	70	IRM 201	63
SYS 301	64	SYS 301	61	SYS 203	56
GRT 201	47	IRM 201	59	BCF 205	54
STM 201	46	TST 202	59	BCF 211	50
IRM 201	43	SAM 201	58	GRT 201	47
PQM 103	36	STM 302	55	TST 202	47



## Next Steps

- DACM Visits to Defense Agencies - continuing
- Next 4<sup>th</sup> Estate Summit - January 2008
- Deploy Automated IDPs – 1st Quarter FY08
- Use the Continuous Learning Tracking Tool
- FY08 DACM Student Travel Policy (on web)
  - Encourage Walk-Ins for Hard to Get Courses
  - Designate “back up” to avoid loss of course slot
  - Use the Cost Effective Location Model – more thruput
- DACM website/4<sup>th</sup> Estate Community of Practice

Visit us: [www.dau.mil/doddacm](http://www.dau.mil/doddacm) and  
<https://acc.dau.mil/dacm>



# Questions and Comments

**The AT&L Workforce and Career Management Team appreciates your continued support and participation as we collectively move forward in “Enabling the DoD AT&L workforce to achieve the right acquisition outcomes”**




- Back Up Slides





## Person File

# Administrators Screen- AT&L Web Application



### AT&L Workforce Database

Defense Acquisition University

Home | [Contact Us](#) | [DAU](#) | [DB User Manual](#) |

#### Person Information

Name (LastName, FirstName MI) :

SSN :  [\(Edit\)](#)

(click to check Position reqmt's) Position Number :

Component Code :

Civilian Personnel office ID :

#### Acquisition Corp Qualification Basis

Qual Basis-Grade :

Qual Basis-Degree :

Qual Basis-Credit Hours :

Qual Basis-Experience :

Date Appointed/Qualified :  (yyyymm)

#### Aqisition Data

Employee Career Field :

Career Level Achieved :

Date Career Level Achieved :  (yyyymm)

Career Level Authority :

#### Civilian Details

Civilian Pay Plan :

Civilian Occupational Series :

Civilian Pay Grade :

Civilian Step or Rate :

Position Occupied Service :

#### Military Details

Military Occupation :

Military Pay Grade :

#### Contracting Officer Qualification Basis

CO/KO Qual Basis- Courses :

CO/KO Qual Basis- Experience :

CO/KO Qual Basis- Education :

1102 Series Qual Basis-Educ :

Warrant Type :

Obligating Limit :

Date Appointed/Qualified :  (yyyy)

1102 Date Appointed/Qualified :  (yyyy)

#### Special Programs

Intern Program Indicator :

CO-OP Program Indicator :

Tuition Indicator :

Acq Program Indicator :

Effective Date From :  (yyyymmdd)

Months Acq Experience :  (mm)

Special Acq Assignments :

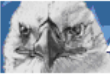
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[Web Help Desk](#)  
issc@dau.mil




## Position File

# Administrators Screen- AT&L Web Application



### AT&L Workforce Database

Defense Acquisition University

Home | Contact Us | DAU | DB User Manual |

#### Position Requirement Information

Job Title :

Position Number :

Component Code :

SSN :

Year :

#### Acquisition Requirement Details

Acquisition Position Type :

Acquisition Position Category :

Acquisition Program Indicator :

Special Acq Assignments :

Acq Career Level Req'd :

#### Military Requirement Details

Military Occupation :

Military Pay Grade :

Military Essentiality Reason :

Unit Identification Code :

Reserved For Military Indicator :

#### Civilian Requirement Details

Civilian Pay Plan :

Civilian Occupational Series :

Civilian Target Grade :

#### Personnel Holding This Position

Name	YEAR	SSN	POSITION
CONNELLY	2006		L7- -208555

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**Web Help Desk**

issc@dau.mil





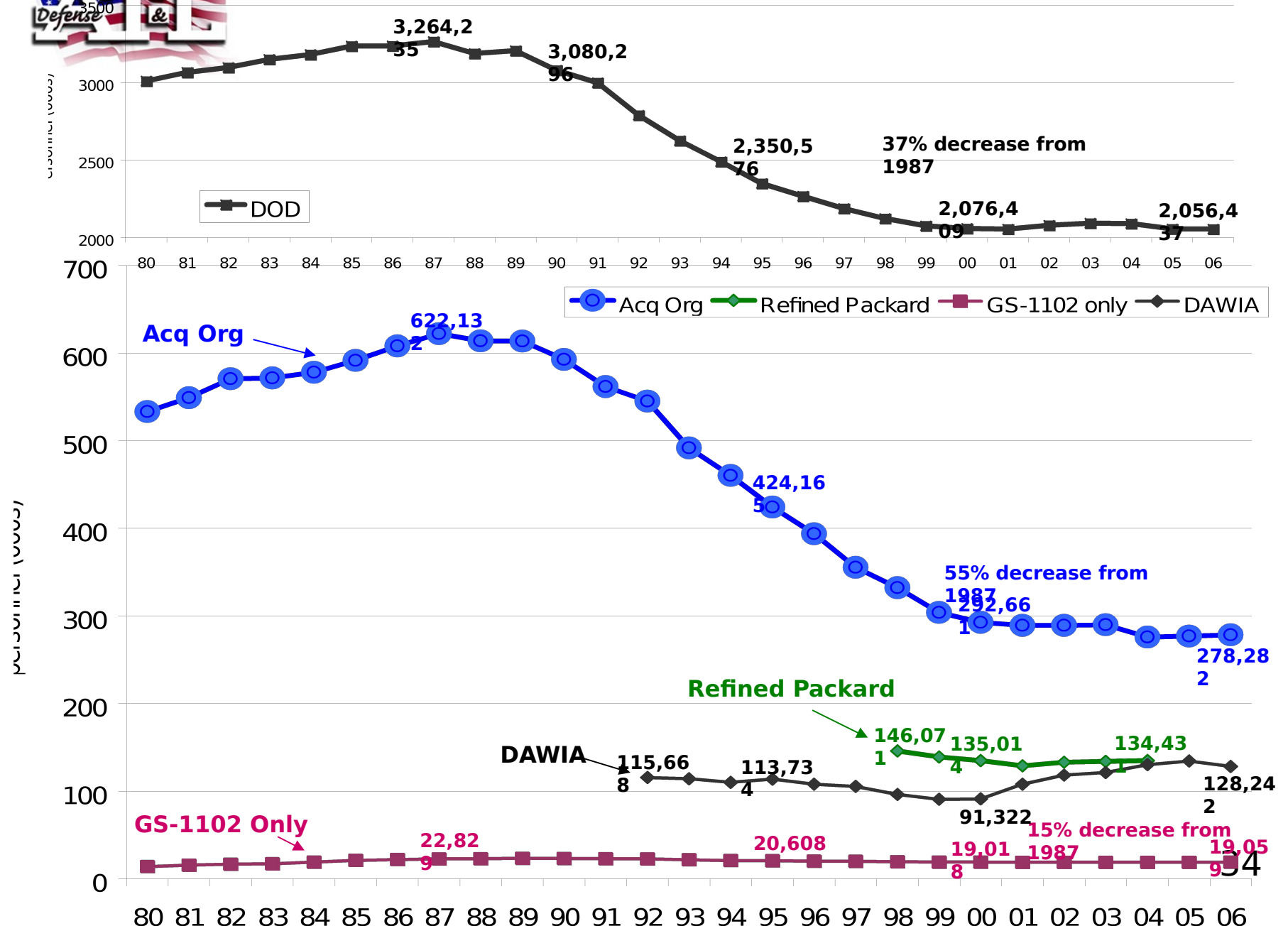
# Organizational Findings

1. **DoD acquisition organizations are continuously evolving.**
2. **Changes in acquisition organizations did not have improving acquisition outcomes as a sole purpose.**
3. **Organizational change is not enough to offset other shortcomings.**
4. **Joint acquisition programs have problems with cost, schedule, and performance similar to single-service programs, but they are amplified by the multi-service and -agency environment.**
5. **The most significant organizational changes made over the last 25 years.**

These include creation of the Under Secretary of Defense (Acquisition), now the USD(AT&L); establishment of the PEO structure; reduction in the number of four-star acquisition commands; and dual-hatting the Under Secretary of the Air Force as DoD's EA for Space acquisition.




Acquisition organizations changed in response to the DoD drawdown. However, the AT&L workforce (DAWIA) was comparatively more stable.





# The AT&L Workforce

 ACQUISITION, TECHNOLOGY AND LOGISTICS	<b>AT&amp;L REQUEST</b> WASHINGTON, DC 20301-3010
MEMORANDUM FOR: SEE DISTRIBUTION	
SUBJECT: Review of Acquisition Support Contractor Workforce Data	
MAR 29 2007	

The AT&L Workforce:

Civilians	118,354
Military	15,420
Contracted Support	?
Total	?

How Many?

What Skills?

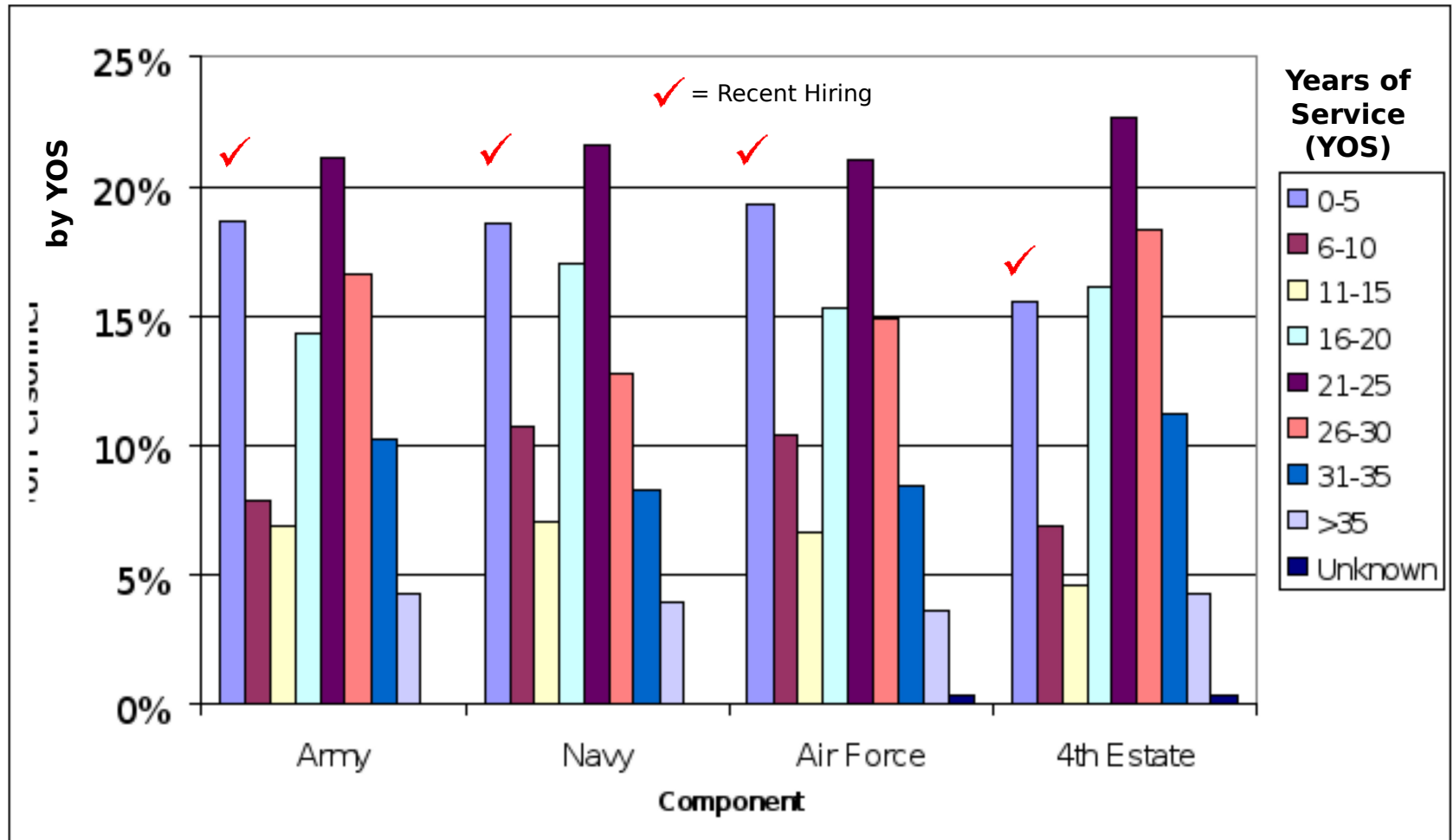
What Costs?

DoD Total Force Construct

*"Though the DoD-wide Total Force is largely comprised of military and government civilians, it also includes the support contractors who provide augmentation, additional capacity and the ability to rapidly address critical skill imbalances. ...we need to accurately depict the civilian, military and contractor support portions of the DoD-wide AT&L Total Force."*



The AT&L workforce is the most experienced in the Department. Fifty percent of the AT&L civilian workforce has over 20 years of experience compared with 40 percent of the DoD General Schedule workforce.





# AT&L Workforce YOS 5 or Less

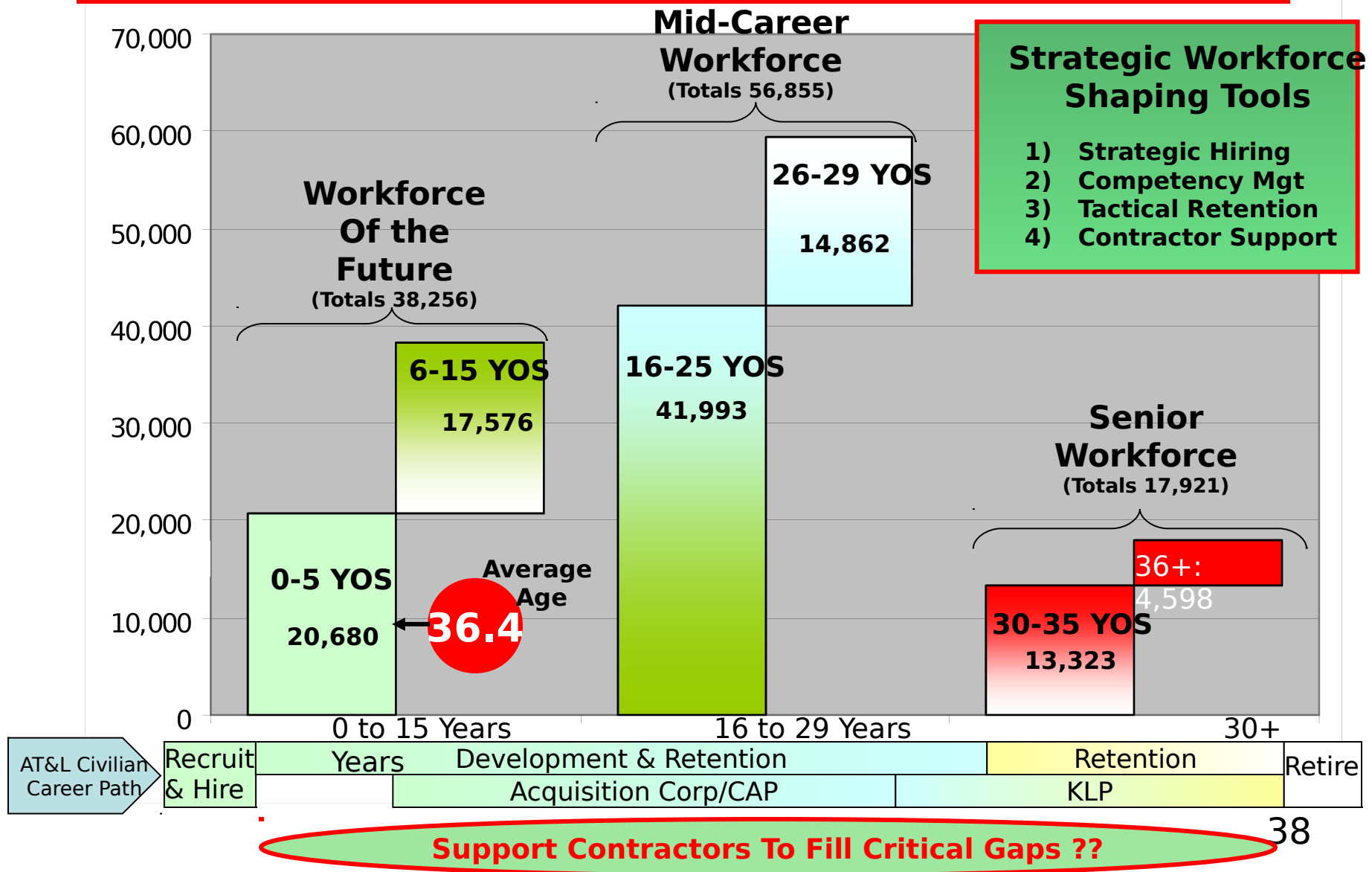
## AT&L Workforce 30 or More YOS

(by DAWIA Workforce Category) (Civilian Only)





**Workforce Lifecycle Model assesses the workforce. Sufficient bench strength exists to mitigate retirement losses.**

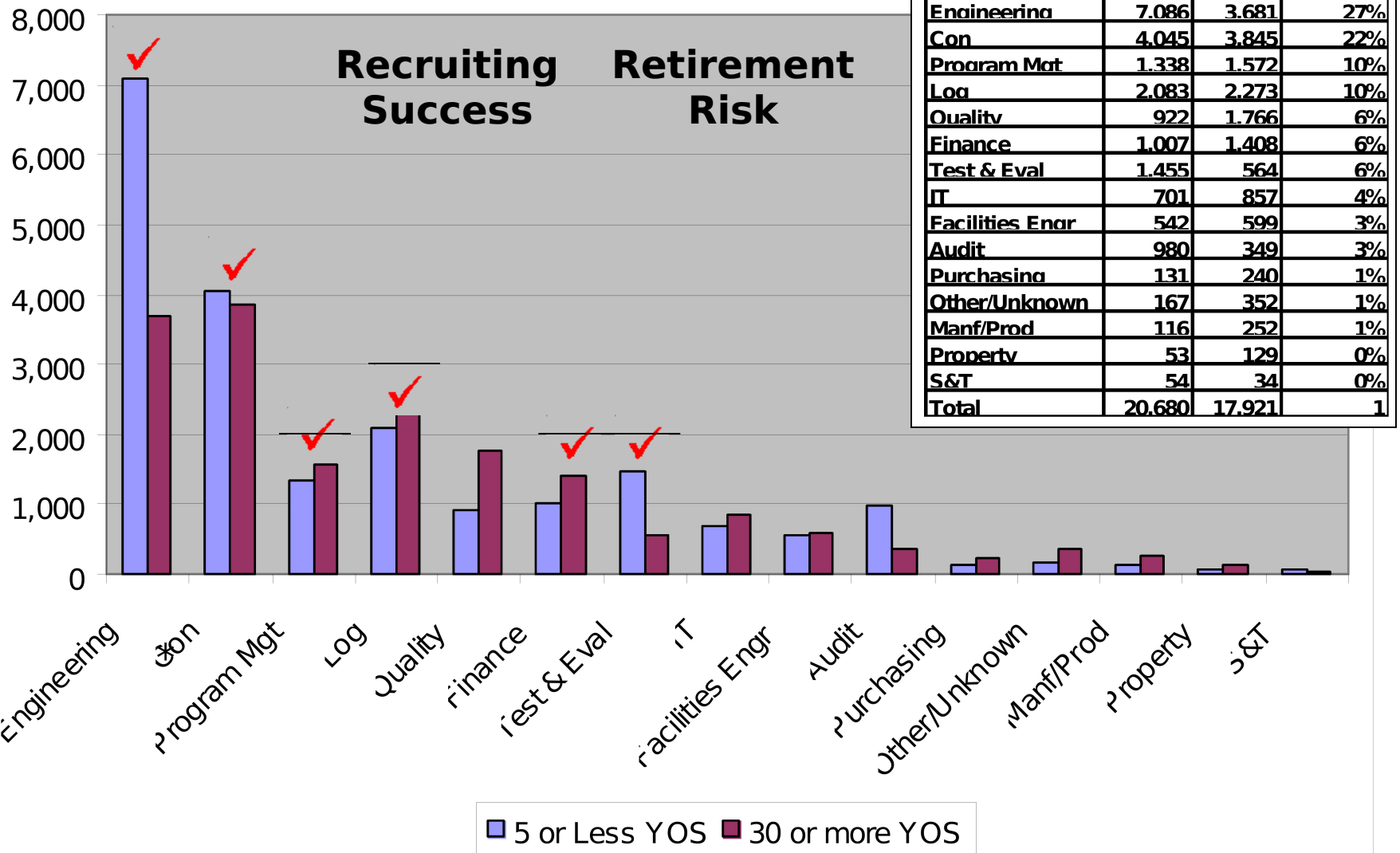




# AT&L Workforce YOS 5 or Less

## AT&L Workforce 30 or More YOS

(by DAWIA Workforce Category) (Civilian Only)





# Recommendations

- 1. Develop strategic, data-driven workforce shaping objectives.** Improve strategic total force integration, especially with regard to support contractors filling critical workforce gaps. Track FY 2006 NDAA Section 343 initiatives to better understand utility and application.
- 2. Improve workforce data quality.** Fully capture accurate workforce attributes such as size, certifications, tenure and other data required for effective strategic planning, hiring, development and management of the AT&L workforce. Continue the Data Green initiative to standardize data inputs to Defense Manpower Data Center (DMDC), Defense Civilian Personnel Data System (DCPDS) and AT&L Workforce Datamart to achieve comprehensive data-driven workforce analysis, and workforce decision-making capabilities.
- 3. Revalidate and improve current training, certification, education, and qualification standards.** Focus on critical skill set gaps, both current and future, in important acquisition mission areas. Use standard competency models and competency assessments to improve workforce career development, training, and management of capability.
- 4. Fully develop and deploy strategy to implement an Employee Value Proposition Initiative.** Employee Value Propositions represent a holistic combination of all things valued by employees, including leadership, experiences, training, and compensation; it also forms the foundation of future recruiting campaigns and employee development and retention activities.



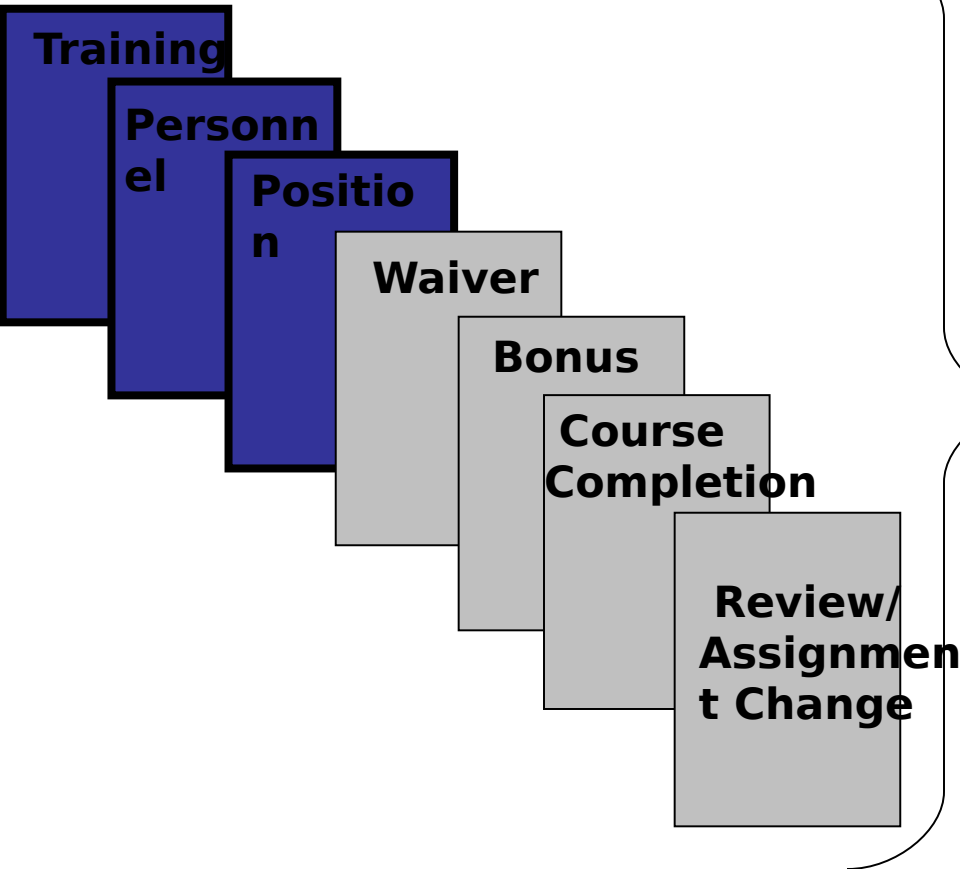


# Recommendations

5. **Establish student or intern programs.** Develop proposals and strategies to help mitigate the impending departure of seasoned talent in the Baby Boomer generation from the AT&L workforce.
6. **Work with the DoD Comptroller to establish standard and consistent training and certification standards for individuals outside the acquisition organizations who perform acquisition-related budget functions.** This training and standards would enable those individuals to receive requisite acquisition training to enhance their job performance.
7. **Charter future Joint Program Executive Offices.** Use the Joint Tactical Radio Systems management structure as a preferred model. This model includes clearly stated directive authority for management, funding, and staffing, along with personnel performance ratings and technical decisions.
8. **Mitigate the impact of departing seasoned talent, especially engineering, scientific, and technical expertise from the AT&L workforce.** Analyze and develop retention and recruiting options by developing strategic workforce insights as more standardized data and career field information is available. Acquisition organizations must understand their current demographic situation and develop workforce life-cycle planning profiles.
9. **Increase funding levels for acquisition training.** This funding should cover expanded capacity to address growing training needs for requirements, financial/cost, contingency contracting, contract management and Test and Evaluation communities, and improving certification levels for all acquisition career fields throughout the AT&L workforce.



# Data Management - DODI 5000.55



## Department of Defense INSTRUCTION

NUMBER 5000.55  
November 1, 1991

ASD(FM&P)/USD(A)

SUBJECT: Reporting Management Information on DoD Military and Civilian Acquisition Personnel and Positions

References: (a) DoD Instruction 5000.55, "Reporting Functional and Training-Related Data on DoD Military and Civilian Acquisition Personnel," July 3, 1990 (hereby canceled)  
(b) Public Law 101-510, "National Defense Authorization Act for Fiscal Year 1991," title XII, "Defense Acquisition Workforce Improvement Act," November 5, 1990 (Sections 1701-1764 of title 10, United States Code)

Focus: **Improve quality** of the personnel, position and training **data**



# Format Change for DODI 5000.55 Re-Issue

- Old Format
  - 15 pages of overarching guidance
    - Purpose
    - Applicability/Scope
    - Definitions
    - Policy
    - Responsibilities
    - Procedures
    - Information Requirements
    - Effective date/implementation
  - 93 pages of format/definitions/forms
- New Format
  - 5-10 pages overarching guidance
    - Purpose
    - Applicability/Scope
    - Policy
    - Responsibilities
    - Effective date/implementation
  - Desk Guide Appendix
    - **Formats**
    - Definitions
    - Information Requirements
    - Procedures
    - Applicable forms



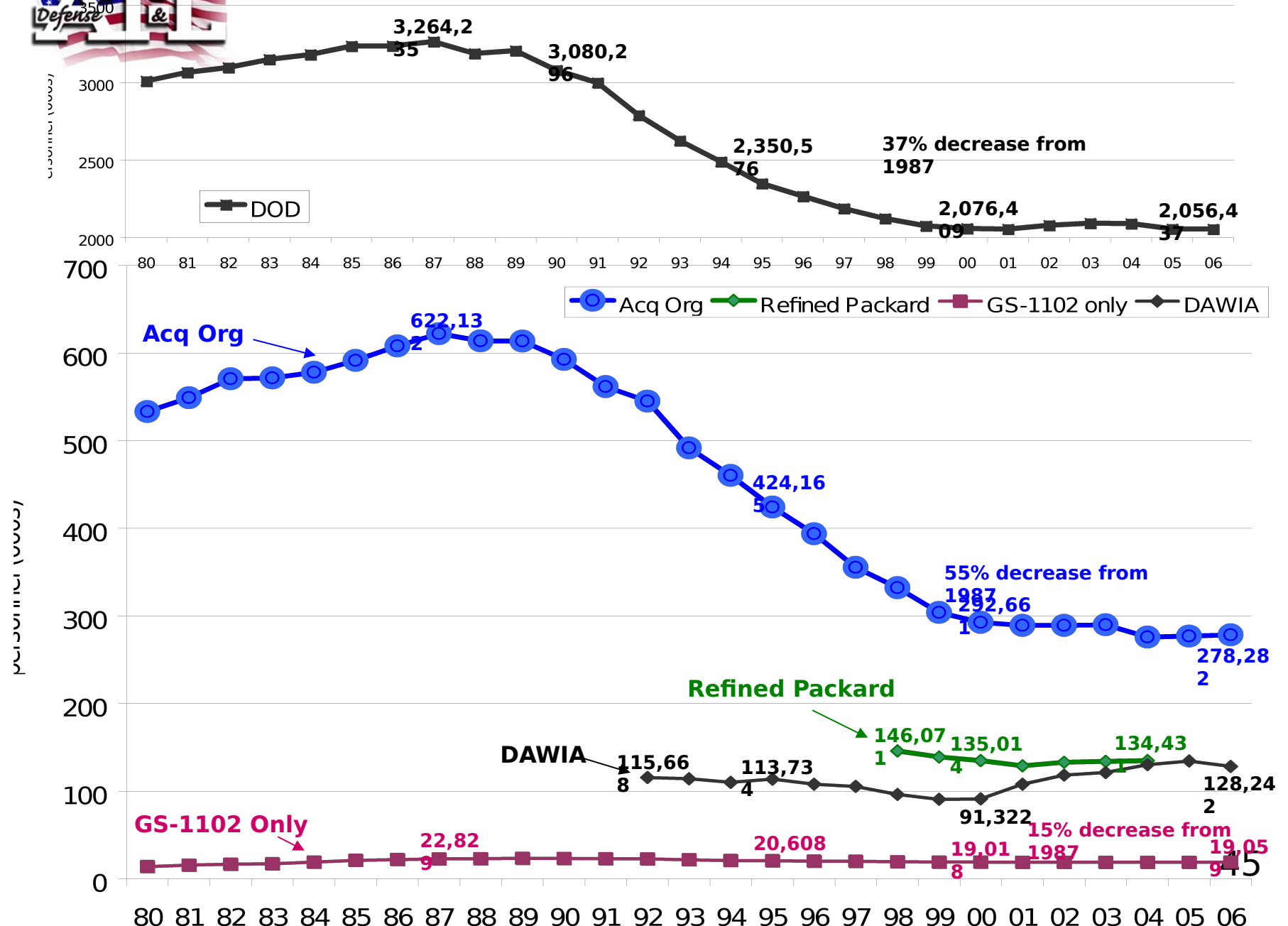
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# The AT&L Workforce

 ACQUISITION, TECHNOLOGY AND LOGISTICS	<h2>AT&amp;L REQUEST</h2> <p>WASHINGTON, DC 20301-3010</p> <p>MAR 29 2007</p> <p>MEMORANDUM FOR: SEE DISTRIBUTION</p> <p>SUBJECT: Review of Acquisition Support Contractor Workforce Data</p>
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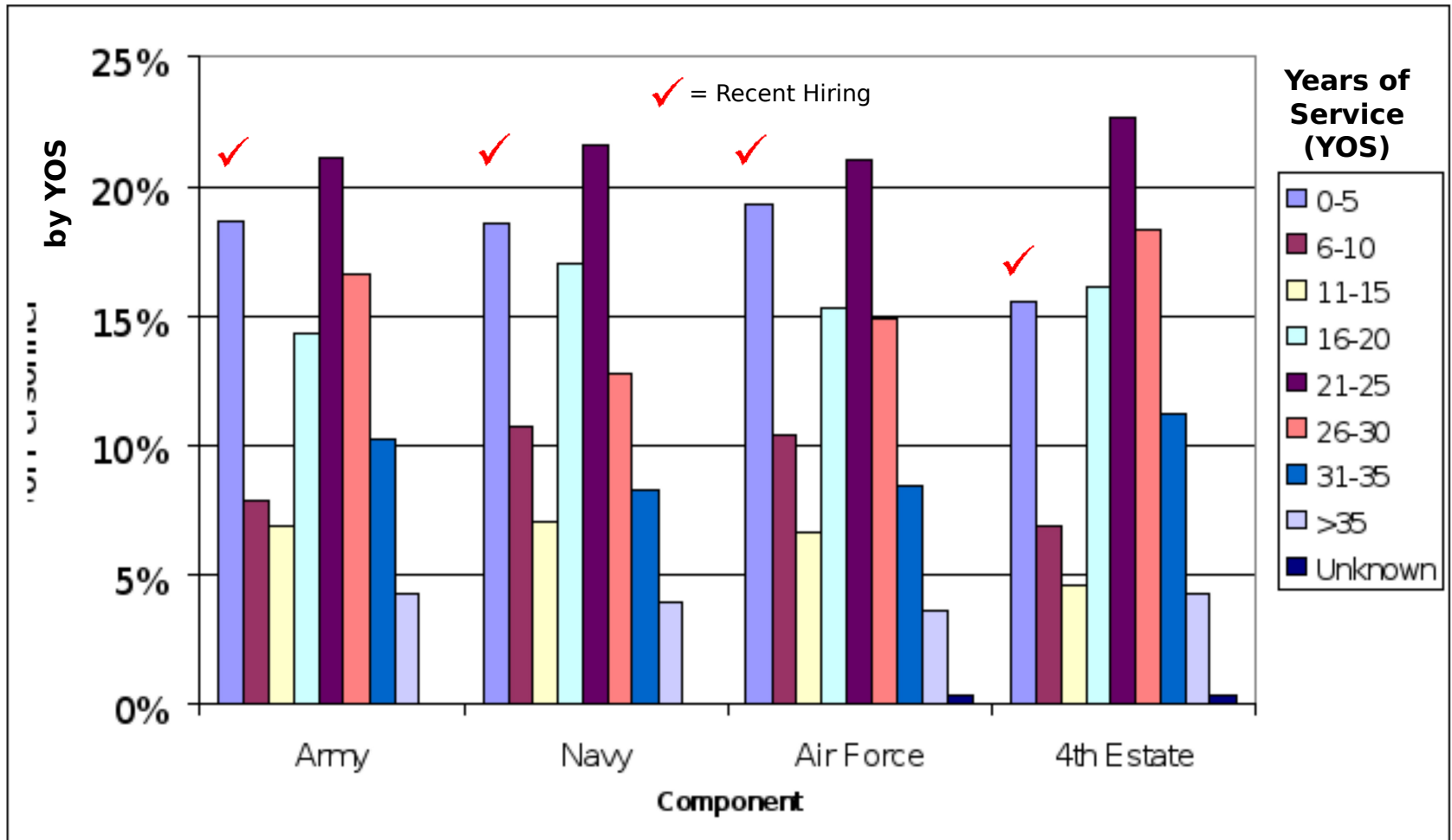
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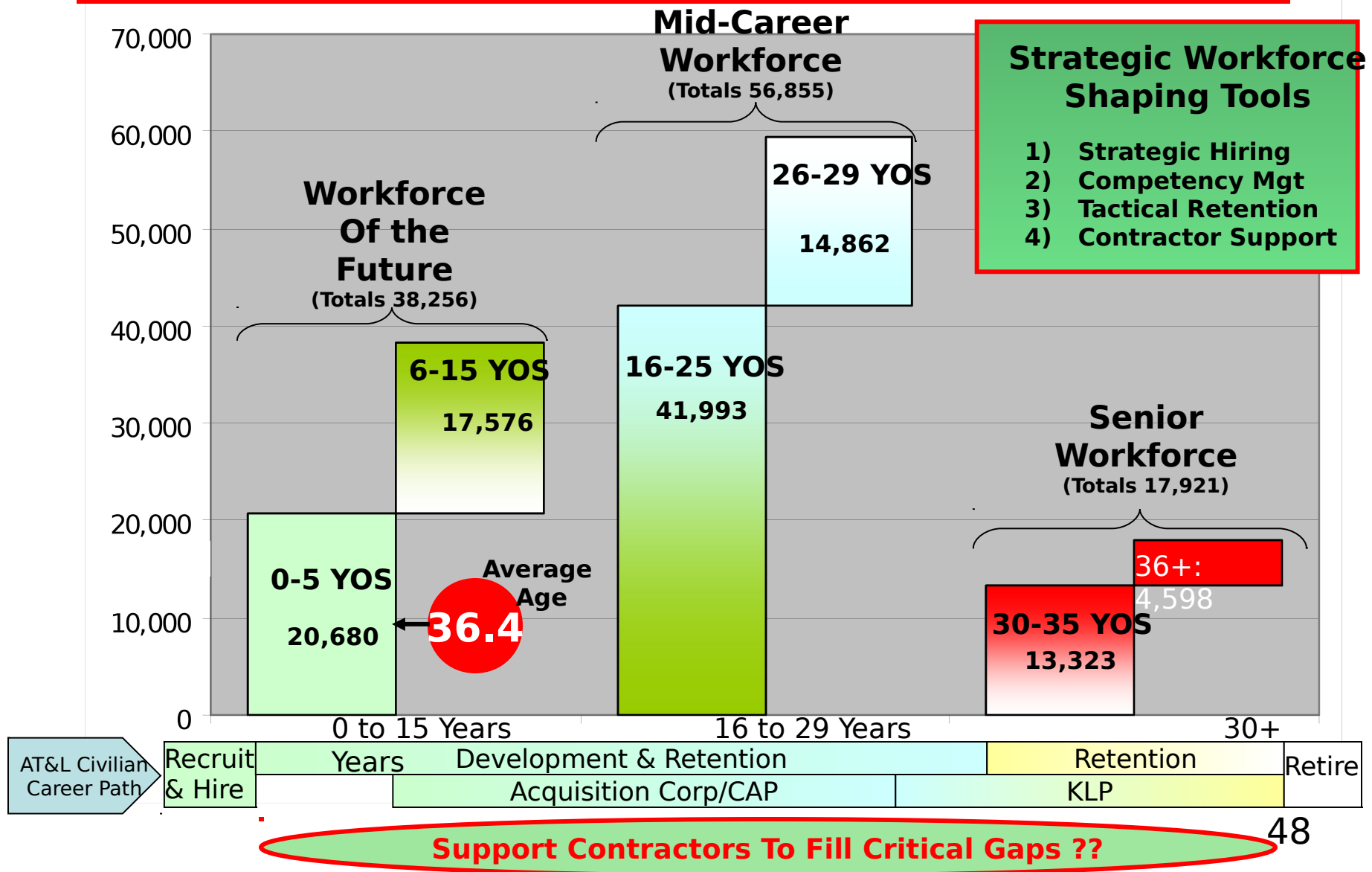


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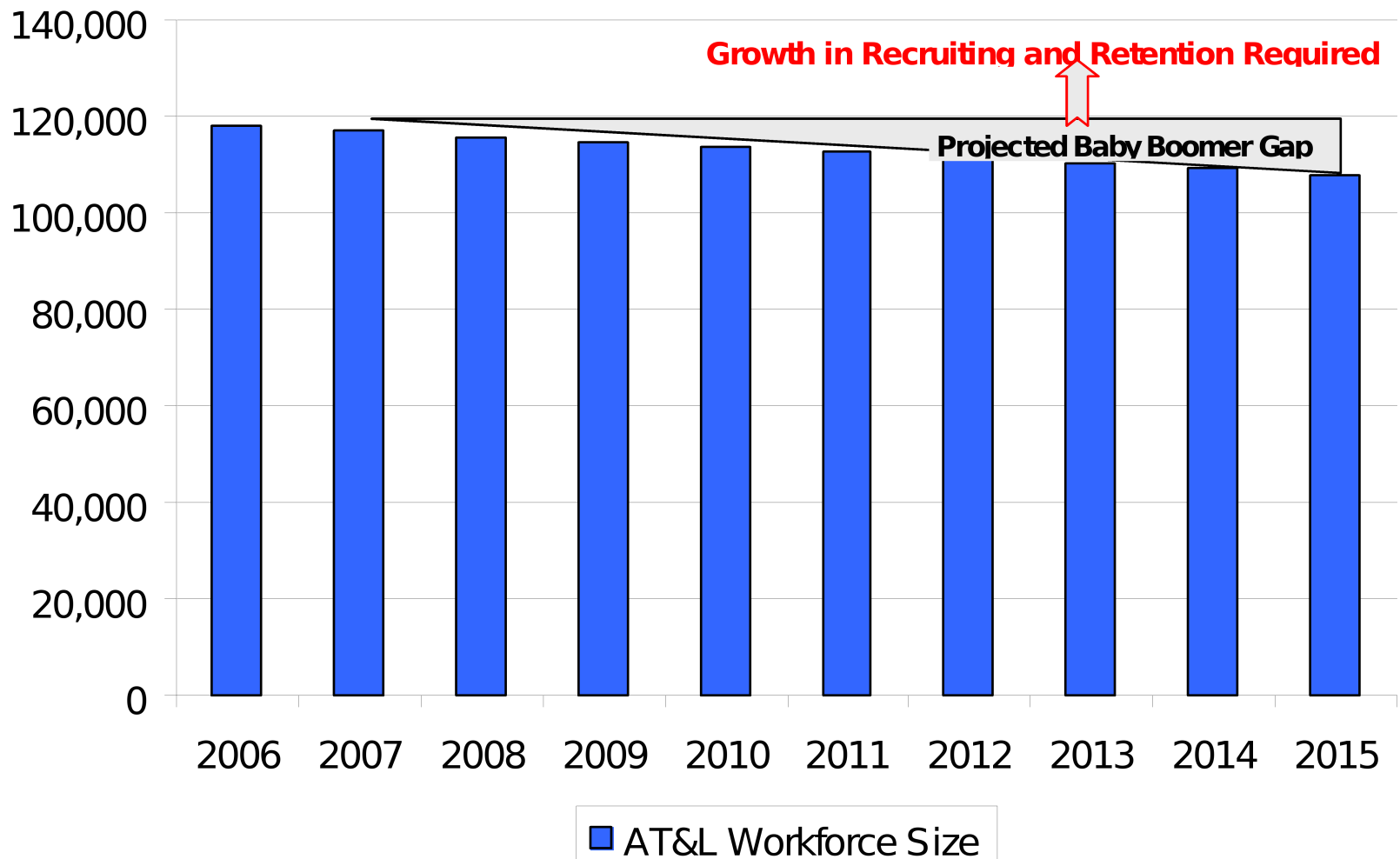


**Workforce Lifecycle Model assesses the workforce. Sufficient bench strength exists to mitigate retirement losses.**





**Based on attrition projections and hiring rates, annual hiring would have to increase by 1,000 to maintain current workforce levels.**





# Workforce Findings

1. **Maintaining a high performing, agile and ethical workforce is the USD (AT&L)'s top priority.** Leadership focus of the SSB has **generated significant momentum supporting strategic human capital planning and initiatives.**
2. **The Baby Boomer and older generations comprise 71 and 76 percent of the DoD and the AT&L civilian workforce, respectively. DoD faces challenges related to mitigating the pending departure of its highly experienced and seasoned talent.**
3. **The Army has an acquisition workforce of 45,443, while the Navy has 40,651 and the Air Force has 25,075.** Those workforces vary widely in terms of their composition. **Most use support contractors to assist in the accomplishment of the acquisition mission.**
4. **KLPs are being identified throughout the AT&L enterprise and will support FY07 NDAA Section 820 implementation.**
5. **The AT&L workforce is the most experienced in the Department.** Fifty percent of the AT&L civilian workforce has over 20 years of experience compared with approximately 40 percent of the DoD General Schedule workforce.



## Workforce Findings (Continued)

6. **The AT&L workforce is highly educated with 74 percent of the civilians having bachelors or advanced degrees and 23 percent having advanced degrees. Eighty percent of the new hires during the past 5 years have bachelors or advanced degrees.**
7. **Certification level is a workforce quality indicator.** Today, 75 percent of the individuals filling critical acquisition positions are certified, while 65 percent meet or exceed position-level requirements. Sixty-six percent of the AT&L workforce are certified, and 50 percent meet or exceed their position-level requirements.
8. **Access to current, accurate, and complete workforce data is a critical success factor for improved human capital management.** While **significant progress is being made under the ongoing AT&L workforce Data Green initiative**, continued emphasis and focus is required.
9. **Support contractor personnel are an integral part of the DoD Total Force construct. Efforts are currently ongoing to identify, define, and track support contractor personnel.**
10. **Evolving training requirements for the T&E community, contingency contracting, requirements training, and improving certification levels for all acquisition career fields throughout the AT&L enterprise will require increased funding for training.** Today, **the need to increase funding for acquisition training is viewed as a critical priority.**



## Why Data **Green** Is Important

***We report to Congress and other key stakeholders and need accurate, real-time, valid data***

***What's the impact of reporting invalid data?***

- ***Budget requests will not be accurate***
- ***Inaccurate depiction of the acquisition workforce***
- ***Human Capital Strategic Planning is impaired***
- ***Identifying competencies for the workforce is marred***
- ***Inadequate planning for current/future workforce training***
- ***Estimates of future needs is flawed***
- ***In essence, we need to change the process, streamline policy, and ask the Senior Procurement Executives and Agency Directors for their personal commitment for excellence in data reporting and management***



# Data Green Initiative (DGI) Four Key Functional Activities

## 1. Capture the Data

- Services and 4<sup>th</sup> Estate to provide data IAW DoD 5000.55
  - Person Data Quarterly to DAU
  - Position Data 2 times per Year
- FTP, flat file or directly into Web Application

## 2. Cleanup - Multiple Iterations (Key data fields emphasized first)

- Review data
  - Completeness
  - Accuracy
  - Duplications

## 3. Data Transparency - Analysis

- DAU Data Warehouse provides Business Intelligence (BI) interface for reports, graphs, calculations, etc.,

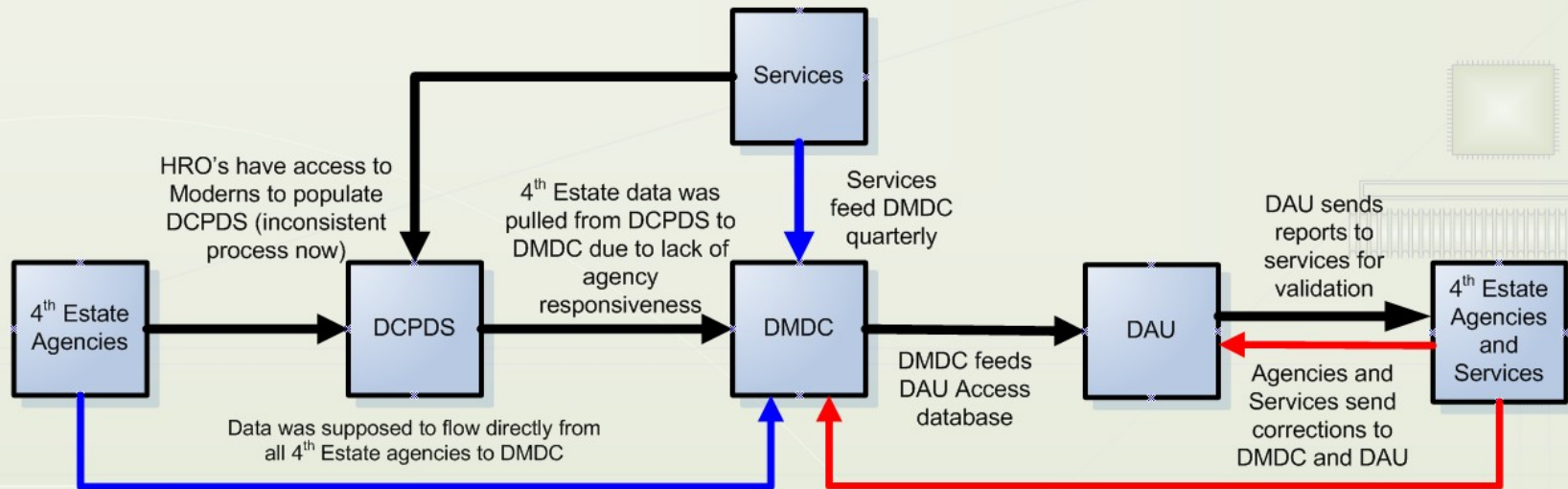
## 4. Strategic Decisions

- Capability
  - Organizational Structure/Design
  - Training and Development initiatives
  - Allocating to high priority workforce communities
  - Sizing reviews
  - Competency analysis

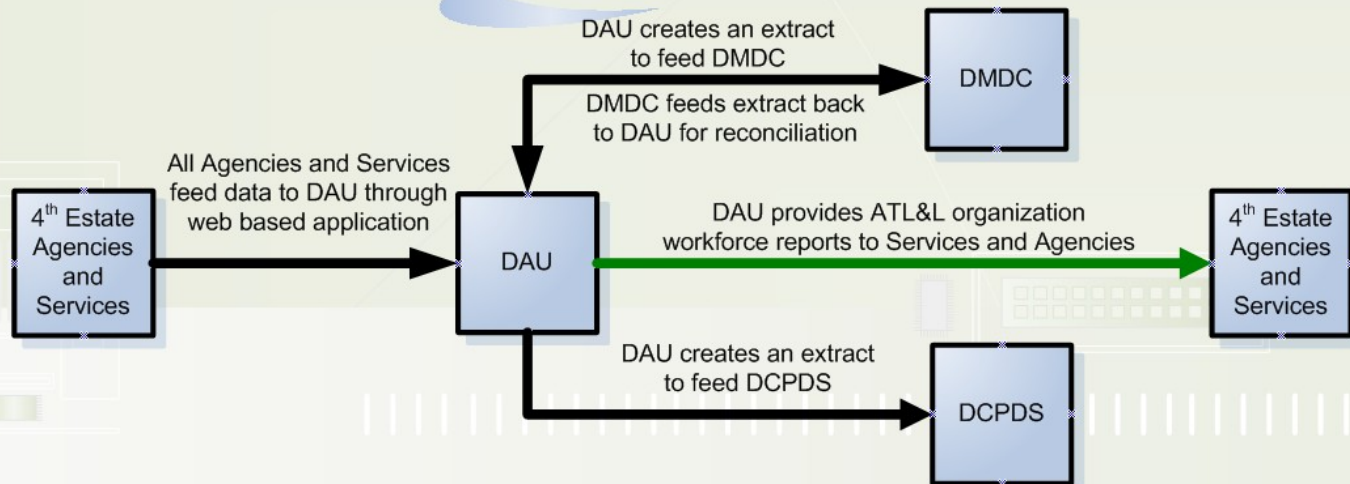
Data Transparency Is  
Transformation!

# Data Green Initiative (DGI)

## Current AT&L Data Flow



## Future Data Flow





## Access to the AT&L Web Application for Data Green Initiative

- Need the URL
  - [HTTPS://dod5k55.dau.mil](https://dod5k55.dau.mil)
- Admin Login
  - Send e-mail to [margot.lynn@dau.mil](mailto:margot.lynn@dau.mil)
- User (AT&L employee)
  - Login
    - Last name & SSN



<b>Data Green 1st Phase</b>
<b>Top Ten Data Elements</b>

1	Acquisition Career Field/Acquisition Position Category
2	Acquisition Program Indicator
3	Special Acquisition Assignment
4	Career Level Achieved
5	Acq. Career level required
6	UIC
7	Acq. Corps Qualification Basis
8	Date Entered Present Position
9	1102 Series Qual Basis
10	Acquisition Position type





## AT&L SCEP Diversity (ASDP)

**Purpose:** Recruit high potential college students for AT&L Components and Agencies.

### Background:

- FY08 Pilot Goal (8-10)
- FY09 Goal (200)
- Recruit talent in the areas of business, science, and technology
- Provides AT&L managers the ability to shape its future workforce

### Benefits:

- Provides a pool of qualified/experienced/diversified → Future ready workforce
- Improves agencies' ability to hire new recruits
- Impact diversity balance of future workforce

### Process:

- Agencies identify needs...AWCM provides contacts
- Presently recruiting for **MDA** and in collaboration with

Contact: Stephen Fennell 703-805-5916 [stephen.fennell@dau.mil](mailto:stephen.fennell@dau.mil)





## AT&L SCEP Diversity (ASDP)

**Purpose:** The program fulfills a DoD AT&L need by recruiting high potential college students for AT&L Components and Agencies. The program will seek to solicit potential employers, identify their need(s), and recruit qualified student

### Key Features:

- recruit talent in the areas of business, science, and technology
- provides AT&L managers the ability to shape its future workforce
- provide a pipeline for permanent employment
- reduce the interested agencies time and resources by allowing ASDP recruiting staff to launch a recruiting campaign to identify qualified candidates at no expense to funding agency



\*Agency needing intern/SCEP student must provide position and funding

If your agency is interested in balancing intern/SCEP diversity needs and would like to have access to a pool of highly qualified applicants with a recruiting arm to meet that need:

Contact: Stephen Fennell 703-805-5916 [stephen.fennell@dau.mil](mailto:stephen.fennell@dau.mil)

Presently recruiting for **MDA** and in collaborations with **ARMY** and **DCMA**



## AT&L SCEP Diversity (ASDP) Program

*SCEP – Student Career Experience Program*

**Purpose:** The program is intended to recruit high potential full-time undergraduate juniors and senior college students into the AT&L career fields.

- recruit talent in the areas of business, science, and technology
- provides AT&L managers the ability to shape its future workforce
- provide a pipeline for permanent employment
- reduce the interested agencies time and resources by allowing ASDP recruiting staff to launch a recruiting campaign to identify qualified candidates at no expense to funding agency
- Agency needing intern/SCEP student must provide position and funding

If your agency is interested in balancing intern/SCEP diversity needs and would like to have access to a pool of highly qualified applicants with a recruit arm to meet that need:

Presently recruiting intern/SCEP applicants for:

- ARMY
- Missile Defense Agency

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